

People Manager Assessment

Identify a change that has occurred in your organization in the past with which you were involved as a manager or a coach. For each category below, rate your actual behavior as it related to this change. Be open and honest with your reflections. Rate yourself in each area on a scale of 1 to 5, with 1 equal to 'Not achieved' and 5 equal to 'Completely achieved.'

Adapting to Change	Not Achieved		Completely Achieved		
I sought out information to better understand 'why' the change was occurring.	1	2	3	4	5
I asked questions to determine how the change would impact me and my group.	1	2	3	4	5
I provided feedback, including any objections, in a clear, non-confrontational manner to my manager and project team.	1	2	3	4	5
If I was resistant to the change, I identified the root cause of my resistance and worked with my manager to find solutions to my objections.	1	2	3	4	5
Before introducing the change to my employees, I had made a personal choice to support and participate in the change.	1	2	3	4	5
Total (out of 25)					

Introducing Change to Your Employees	Not Achieved		Completely Achieved		
I shared with employees the nature of the change in context with the broader vision and direction of the organization.	1	2	3	4	5
I explained 'why' the change was happening, including the risk of not changing.	1	2	3	4	5
I formally encouraged dialogue with my employees by asking them to provide feedback and to raise their questions and concerns about the change.	1	2	3	4	5
I corrected misinformation that may have been circulating about the change.	1	2	3	4	5
I visibly demonstrated my personal support and enthusiasm for the change (my employees saw me as an advocate or sponsor for the change).	1	2	3	4	5
Total (out of 25)					

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Managing Employees Through the Transition	Not Achieved		Completely Achieved		
I conducted one-on-one sessions with employees to identify how they would be impacted by the change, to link the change to their job role, and to listen to their concerns.	1	2	3	4	5
I identified any areas of resistance to the change and effectively managed this resistance.	1	2	3	4	5
I assessed the gap between current job knowledge and skills, and the job knowledge and skills needed to support the change, to create professional development plans for each employee.	1	2	3	4	5
I provided ongoing information about the change and ensured that employees had the time necessary to attend training.	1	2	3	4	5
I mentored employees during the implementation of the change and provided a safe environment for employees to practice, make mistakes, and adapt to the change.	1	2	3	4	5
Total (out of 25)					

Reinforcing and Celebrating Success	Not Achieved		Completely Achieved		
I publicly recognized and celebrated achievements and successes achieved by my group.	1	2	3	4	5
I recognized individuals for their contribution and support.	1	2	3	4	5
I put in place measurement and performance management programs aligned with the change so that my employees' progress was measurable and observable.	1	2	3	4	5
I held employees accountable for compliance with the change and their performance in achieving the objectives of the change.	1	2	3	4	5
I provided data to the project team on how well employees were embracing the change, including specific performance data and areas of resistance.	1	2	3	4	5
Total (out of 25)					

You can create your change management improvement plan by taking action to improve your performance in any line item that you graded a 3 or less. Any category that has a total score of 15 or less should be viewed as an area for improvement.

Notes